

JAVELIN READINESS: MEETING THE LOGISTICS TRANSFORMATION OBJECTIVE

George E. Collier

Supporting
The
Force

Introduction

Is a 100-percent operational readiness (OR) rate achievable in today's environment of building military hardware to performance specifications and operations and support (O&S) budgetary constraints? For the Javelin weapon system, the answer is yes!

Javelin is a man-portable, fire-and-forget, shoulder-fired anti-tank weapon system capable of defeating all known and future threat tanks, armored vehicles, bunkers, buildings, and hovering helicopters out to a range of 2.5 kilometers. The Javelin system consists of a command launch unit (CLU) that contains a day/night sight, launch electronics, and missile software; the missile in its launch tube; and training devices built from commercial off-the-shelf equipment. Javelin meets the Army transformation objective through its overmatch lethality, light weight, high reliability, and reduced logistics footprint (manpower, training, maintenance, and supply).

The Javelin system is the product of a joint venture (JV) between Raytheon and Lockheed Martin and was built to a performance specification. The Javelin Anti-Tank Missile System is managed by the Close Combat Missile Systems (CCMS) Project Office, Program Executive Office, Tactical Missiles, Redstone Arsenal, AL.

ICS/LCCS

Early on, Army logistics planners recognized the need for Interim Contractor Support (ICS) until the system design stabilized. Javelin prime contractor ICS began in 1996 with the first system fielded and has yielded a Javelin OR rate of 99 percent and an operations and support cost savings of 60 percent over the replaced Dragon system. Javelin was awarded the Army O&S Cost Savings Award in 1997, one of the main factors in Javelin's Project Manager

(PM) being named "PM of the Year" for 1998.

Key to the success of Javelin is the JAVTRAK database, where every Javelin end item and major subassembly is tracked by serial number. JAVTRAK is a real-time record of the location, configuration, condition, and maintenance history of every serialized system item. The cause of every failure, specific maintenance action taken, repair time, parts used, and CLU elapsed time meter reading is recorded. A maintenance profile is available for every item. Army managers know what items are failing and why. They also know what spare and repair parts should be procured. This data has been used to redesign hardware and increase reliability, keeping Javelin unit OR rates at the highest levels. JAVTRAK also provides managers with data to more effectively negotiate cost-effective ICS contracts. JAVTRAK is available to authorized personnel via a Web site. This Web site also provides the user with a Javelin "help desk" feature and latest system information.

The success of the ICS Program in supporting Javelin hardware and reducing O&S cost led senior Army managers to consider Javelin as a candidate for continued contractor support under a Life-Cycle Contractor Support (LCCS) concept. An analysis performed by the Army Cost and Economic Analysis Center validated and approved a comparison between contractor and organic support costs, resulting in the Army Acquisition Executive decision on March 13, 2002, permitting the Javelin Program to implement LCCS.

Javelin LCCS will begin in June 2003. The LCCS concept will build on the success of ICS and will go further by including performance-based incentives. Through a series of initiatives including fixed-price contracts, increased pay for fewer system failures, reduced turn-around-time (TAT), constantly high OR, and technology inser-

tion, the contractor will be incentivized to increase reliability. Fewer system failures mean fewer maintenance actions, which translate into less contractor effort to maintain high unit OR rates. This approach will yield higher system reliability and can yield higher contractor profits.

Another unique feature of Javelin LCCS will be the partnership between the LCCS contractor and Letterkenny Army Depot (LEAD) for system maintenance. Under this partnership, LEAD will be a "subcontractor" to the LCCS contractor and will perform some depot-level maintenance. This will give the Army a "warm" base for Javelin support in the event the LCCS contractor withdraws from the LCCS Program.

The stated goal of Javelin LCCS is to increase system reliability. Javelin LCCS will move beyond hardware support concepts of the past that focused only on repairing failed hardware. The new concept will focus on repairing the hardware, examining why it failed, and taking action to prevent further failures. Javelin hardware will remain in the hands of the soldier where it belongs, and not in the maintenance shop. Javelin LCCS is a true win-win, best value opportunity for all key players in the Javelin Program, and greatly enhances the Army's combat capabilities.

Maintenance Concept

The Javelin LCCS maintenance concept will be simple, and field-level CLU maintenance will be limited. The Javelin gunner will perform preventive maintenance checks and services to include use of built-in test equipment (BITE). The direct support (DS) unit maintainer will use BITE to verify the fault, perform CLU external maintenance, and return the CLU to depot for repair. This concept meets the Chief of Ordinance transformation objective for wartime support by considering the

CLU a "black box" and only performing external repairs in the field.

Readiness

The ultimate goal in the logistics world is readiness; stated plainly, "readiness rules." Throughout the ICS phase, this goal has been the focus of all parties within the Javelin community. Notably, the Javelin JV has exceeded requirements in the area of customer service and customer relations. The net effect of remaining readily accessible and focusing on customer service/relations reflects dedication to mission and has contributed to a readiness rate consistently above the 90 percent DA goal. Because of extensive coordination within the contractor arena, the quality, accuracy, and completeness of work has always been exceptional through the ICS phase, and remains extremely high.

At the time this article was written, the TAT for depot-level maintenance was 15 days and 3.3 days at DS level. This surpasses the TAT performance requirements set forth in the ICS contract of 30 days and 10 days respectively. Of note is the fact that these indices are holding steady with only slight fluctuations. This is noteworthy considering the increased activity within the Army throughout the ICS phase, as well as an increase in the number of assets supported. All of these improvements have been accomplished without any significant increase in human and material resource expenditures and modest infrastructure expansion. This demonstrates completeness and quality of work on the part of the JV, and demonstrates contractor focus on a favorable TAT while preserving a high level of supportability standards.

In addition to the workday efforts performed at the contractor depot, contractor personnel have been accessible 24/7 to respond to unexpected actions and other contingency events, which further assures favorable readiness rates. In short, the contractor has excelled in all tasks required by the project office in support of all logistical responsibilities. The result is high rates of system availability directly attributed to contractor technical expertise, responsiveness, and flexibility. All of this



A soldier fires Javelin.

significantly improves the Army's combat capabilities.

Enduring Freedom Support

The contractor-operated Javelin Maintenance Support Center is located in Fayetteville, NC. Since its inception, the center has supported U.S. Army units deployed in support of Operation Enduring Freedom. From the early days that saw the 10th Mountain Division's deployment to Uzbekistan, with operations in Afghanistan, through the relief of the Marines at Kandahar by the 101st Airborne Division, to the present transition to the 82nd Airborne Division, continuous Javelin logistics support has been available. The level of support has varied from the push packaging and shipping of additional spares to processing requisitions and shipping replenishment parts. A full contractor go-to-war capability remains on standby at high alert. Unsolicited reports from deployed units have cited the high level of support provided Javelin hardware, the high efficiency of the contractor, and quality of the equipment. Of note is an excerpt from a recent after action report by a noncommissioned officer from the 101st Airborne Division, recently returned from Afghanistan: "We used the CLUs a lot, every night for that matter. Beautiful piece of equipment."

Contractor Incentives

The LCCS contractor will be incentivized to continue to provide the highest level of support to the field. In addition to monetary incentives for increased reliability and system readiness, the contractor will be incentivized to

incorporate hardware modifications that keep the system modernized and to increase system capabilities.

A special effort was made by the PM to identify tasks for which contractor incentives would provide the most benefit to the user and be the most objective to determine contractor success. A challenge for the contractor and the government will be to incentivize the contractor to modernize and increase the capability of system hardware. These worthwhile challenges to modernize the system and to give the user additional fighting capabilities will be met. A series of alpha-style contract team meetings are scheduled for the government and contractor to work out how this can be accomplished to mutual advantage. Contractor incentives will give the Army a more dependable Javelin weapon system that spends more time in the user's hand and not in the maintenance shop.

Conclusion

Javelin has achieved a 99-percent readiness rate using a variety of innovations. Next up: LCCS. Will LCCS yield a 100-percent Javelin readiness rate? All indications point to yes! The combination of factors (building to a performance specification, specific contract requirements with contractor incentives, depot partnering, standard Army supply systems, and extensive database usage) give contractor and Army managers the tools they need to achieve this elusive goal. Javelin LCCS is the most efficient, affordable, and effective vehicle for the drive to 100-percent readiness.

GEORGE E. COLLIER is Acting Chief, Operations and Support Management Division, CCMS Project Office, PEO, Tactical Missiles, Redstone Arsenal, AL. He has a B.S. in environmental science with minors in chemistry and math from Alabama A&M University. A member of the Army Acquisition Corps, he is Level III certified in acquisition logistics. He can be reached at george.collier@msl.army.mil.
